

**1982 BUDGET  
CITY OF ATLANTA, GEORGIA**

**ANDREW YOUNG, MAYOR**

**Compiled by**

**DEPARTMENT OF FINANCE**

**CHARLES L. DAVIS**

**COMMISSIONER OF FINANCE**

**FINANCE COMMITTEE, ATLANTA  
CITY COUNCIL**

*Ira L. Jackson, Chairman*  
Barbara M. Asher  
Mary Davis  
Morris Finley  
Richard Guthman, Jr.  
James Howard  
Jim Maddox

**BUDGET COMMISSION**

*Andrew Young, Mayor, Chairman*  
Ira L. Jackson, *Chairman of Finance*  
*Committee, Atlanta City Council*  
Richard Guthman, Jr., *Member of Council*  
Jim Maddox, *Member of Council*  
Charles L. Davis, *Secretary*



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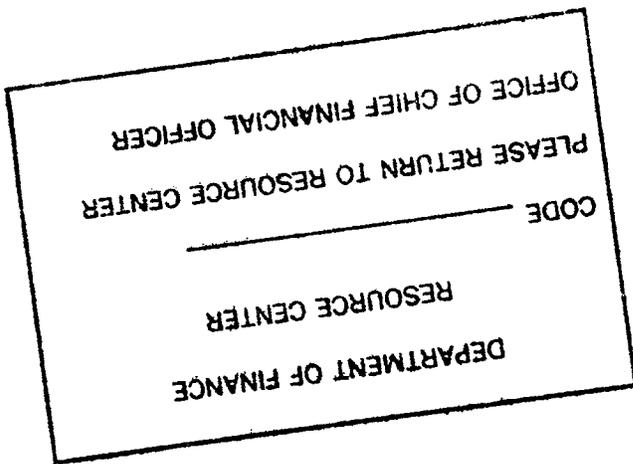
## PREFACE

This General Budget is the work program of the City of Atlanta for the year 1982.

In a very real sense, City Government is big business and we have attempted to submit the Budget in a form which will serve as a quick reference for essential budgetary information. The account numbers are shown for both Revenue and Appropriations so that all may have full knowledge concerning the various accounts. Because of Atlanta's narrow tax base and limited sources of revenue, the City has used the available sources of revenue to the fullest extent.

The Budget Document is divided into six sections:

- I—Current Operating Funds for which anticipations and allocations must be made on an annual basis.
- II—Debt Retirement Funds, which are established by law for the purpose of paying the Principal and Interest on outstanding Bonds and Revenue Certificates.
- III—Capital Improvement Funds, which reflect all continuing allocations authorized under the several Bond issues.
- IV—Revolving Funds, which are self-sustaining service accounts.
- V—Grant Funds, which account for the receipt and expenditure of intergovernmental grants.
- VI—Departmental Activities and number of employees in each Department, which shows the services offered and the number of employees required to provide such service.



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14	Office of General Services
15	Office of Purchasing and Real Estate
16	Contract Compliance/Affirmative Action
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**CITY OF ATLANTA OFFICIALS**

**EXECUTIVE**

Mayor.....Andrew Young

**LEGISLATIVE**

City Council (Elected)

President of Council.....Marvin Arrington

**Members of Council**

District 1 - Deby McCarty  
District 2 - Bill Campbell  
District 3 - James Howard  
District 4 - Thomas Cuffie  
District 5 - Morris Finley  
District 6 - Mary Davis

**Members of Council-At-Large**

City Council-At-Large - Post 13 - Robert (Robb) Pitts  
City Council-At-Large - Post 14 - Carolyn Long Banks  
City Council-At-Large - Post 15 - Elaine Wiggins Valentine  
City Council-At-Large - Post 16 - Barbara Asher  
City Council-At-Large - Post 17 - Myrtle R. Davis  
City Council-At-Large - Post 18 - John Lewis

**ADMINISTRATIVE**

(Appointed)

Chief Administrative Officer.....Richard A. Stogner  
City Clerk.....Larry Dingle  
Chief Judge, Municipal Court.....Howard Johnson  
Chief Judge, Traffic Court.....Herschel E. Cole  
Commissioner of Budget and Planning.....Richard Layton  
Commissioner of Finance.....Charles L. Davis  
Commissioner of Community and Human Development.....Roy Norman  
City Attorney.....Marva Jones Brooks  
Commissioner of Environment and Streets.....Chester J. Funnyc  
Commissioner of Parks and Recreation.....Geraldine Elder  
Commissioner of Cultural Affairs.....Shirley Franklin  
Commissioner of Public Safety.....Dr. Lee P. Brown  
Commissioner of Aviation.....George J. Berry  
Atlanta Public Libraries.....Vacant  
Tax Assessors.....William S. McGinnis  
Webster Pope  
Otis Thorpe  
Superintendent of Schools.....Dr. Alonzo A. Crim

1982 STANDING COMMITTEES—ATLANTA CITY COUNCIL

COUNCIL

James Howard, *Chairman*  
 Barbara M. Asher  
 Archie Byron  
 Jim Maddox  
 Thomas Cuffie  
 Myrtle Davis  
 Elaine W. Valentine

COMMUNITY DEVELOPMENT

Robb Pitts, *Chairman*  
 Carolyn Long Banks  
 Bill Campbell  
 Richard Guthman, Jr.  
 Ira L. Jackson  
 Jim Maddox  
 Debby McCarty

CITY UTILITIES

Morris Finley, *Chairman*  
 Myrtle Davis  
 John Lewis  
 Carolyn Long Banks  
 D. L. "Buddy" Fowlkes  
 Debby McCarty  
 Elaine W. Valentine

EXECUTIVE

Barbara M. Asher, *Chairman*  
 Robb Pitts  
 Morris Finley  
 Bill Campbell  
 Mary Davis  
 Myrtle Davis  
 Elaine W. Valentine

HUMAN RESOURCES

Dozier Smith, *Chairman*  
 Carolyn Long Banks  
 Bill Campbell  
 James Howard  
 John Lewis  
 Debby McCarty

PUBLIC SAFETY &

LEGAL ADMINISTRATION

D. L. "Buddy" Fowlkes, *Chairman*  
 Carolyn Long Banks  
 Archie Byron  
 Thomas Cuffie  
 John Lewis  
 Jim Maddox  
 Dozier Smith

ZONING

Jim Maddox, *Chairman*  
 Archie Byron  
 James Howard  
 Bill Campbell  
 Debby McCarty  
 Dozier Smith  
 Elaine W. Valentine

TRANSPORTATION

Richard Guthman, *Chairman*  
 Thomas Cuffie  
 D. L. "Buddy" Fowlkes  
 Mary Davis  
 Morris Finley  
 Ira L. Jackson  
 Robb Pitts

FINANCE

Ira L. Jackson, *Chairman*  
 Mary Davis  
 James Howard  
 Morris Finley  
 Richard Guthman, Jr.  
 Barbara M. Asher  
 Jim Maddox

FIRE

Mary Davis, *Chairman*  
 Debby McCarty  
 Myrtle Davis  
 John Lewis  
 Thomas Cuffie  
 Archie Byron  
 Elaine W. Valentine

## HOW THE BUDGET IS PREPARED

Action By:	Budget Procedures:
Department of Budget and Planning	1. Prepare budget calendar, forms, procedures and instructions
Mayor Mayor/Chief Administrative Officer / Department of Budget and Planning	2. Prepare annual Mayoral budget goals and policy statement 3. Hold annual budget and planning seminar; present annual budget goals and priorities and projected financial overview
Department of Budget and Planning City Departments and Agencies	4. Distribute budget instructions, forms and procedures to City departments 5. Complete budget requests and submit to Departments of Finance and Budget and Planning
Department of Budget and Planning Mayor/Chief Administrative Officer / Departments of Finance and Budget and Planning	6. Staff review of budget requests and preparation of program budget 7. Hold budget briefings with Commissioners and Agency Directors
Departments of Finance and Budget and Planning Planning	8. Submit base budget and program change recommendations to Mayor
Department of Budget and Planning Mayor	9. Compile Executive Budget Recommendations 10. Submit Executive Budget Recommendations to Finance Committee
Finance Committee	11. Review Executive Budget Recommendations and hold public hearings
Budget Commission	12. Establish official revenue estimates and debt service allocations
Department of Finance	13. Prepare Budget Ordinance for submission to City Council
Finance Committee	14. Submit Budget Ordinance to City Council
City Council	15. Adopt Budget Ordinance
Mayor	16. Executive review and approval of Budget Ordinance

The total City of Atlanta 1982 General Budget is \$947,443,732 for all funds, which represents an increase of \$72,711,265, or 8.3 percent more than the 1981 Adopted Budget.

Estimated revenues in the 1982 Budget have been established by the Budget Commission in accordance with provisions of the Atlanta City Charter, based upon the 1937 Budget Law. These estimates were made in a manner which will assure the continued sound financial operation of the City.

The 1982 Budget is divided into five major categories. A summary of these major categories comparing the adopted budgets for 1981 and 1982 follows:

**1982 BUDGET SUMMARY**

Most of Atlanta's City Government daily operations are financed by three operating funds: the General Fund, the Water and Sewerage Revenue Fund, and the Airport Revenue Fund. Major changes in anticipated revenues and appropriations for 1982 in comparison with 1981 are explained below:

**GENERAL FUND**

The General Fund, largest of the City's operating funds, finances expenditures made for most of the essential City services such as police and fire protection, street cleaning, waste removal, street repairs, operation of parks and recreational facilities, and various other programs.

To fund these services, the City relies primarily on monies from taxes. Other revenues are derived from licenses and permits, service charges, fines and penalties, use of money and property, and sales, recoveries, and grants.

A comparison between anticipated 1982 revenue from General Fund sources and 1981 actual receipts is as follows:

**1982 OPERATING FUNDS BUDGET**

A summary of significant developments in each of the fund categories follows.

	1981	1982	Total Increase (Decrease)	Percentage Increase (Decrease)
Current Operating Funds.....	\$288,754,117	\$316,347,722	\$27,593,605	9.6%
Capital Improvement Funds.....	216,887,860	306,697,235	89,809,375	41.4%
Debt Retirement Funds.....	278,327,956	234,773,686	(43,554,270)	(15.6%)
Grant Funds.....	40,816,403	47,250,211	6,433,808	15.8%
Revolving Funds.....	49,946,131	42,374,878	(7,571,253)	(15.2%)
	<u>\$874,732,467</u>	<u>\$947,443,732</u>	<u>\$72,711,265</u>	<u>8.3%</u>

General Fund Budget

Receipts and Anticipations

Revenue By Source	Actual 1981	% of Total	Estimated* 1982	% of Total
-------------------	-------------	------------	-----------------	------------

Property Taxes:				
Tangible Property Tax	\$ 44,134,557		\$ 52,239,700	
Intangible Property Tax	2,196,677		1,270,100	
Interest on Taxes	293,777		225,000	
Other Taxes:	\$ 46,625,011	29.7%	\$ 53,734,800	30.3%
Tax on Public Utilities	\$ 14,264,693		14,122,000	
Tax on Life Insurance Premiums	4,076,709		4,036,000	
Casualty Surety Title Insurance Tax	5,626,237		5,570,000	
Tax on Alcoholic Beverages	10,311,941		10,209,000	
Hotel Motel Gross Receipts Tax	3,755,882		3,718,000	
Alcoholic Beverages By-the-Drink Tax	1,704,614		1,688,000	
Licenses and Permits:	\$ 39,740,076	25.4	\$ 39,343,000	22.2
General Business Licenses	\$ 16,461,246		\$ 15,945,000	
Construction Permits	1,520,632		1,436,000	
Other	645,990		729,700	
Charges for Current Services:	\$ 18,627,868	11.9	\$ 18,110,700	10.2
Services to other Agencies	\$ 2,839,611		\$ 2,596,168	
Sanitary Service Charges	15,680,891		17,109,200	
Recreation Fees	1,195,523		1,342,700	
Other	1,025,823		848,600	
Fines and Penalties:	\$ 20,741,848	13.2	\$ 21,896,668	12.4
Municipal Court Fines	\$ 3,964,470		\$ 3,566,500	
Forfeitures	362,271		275,500	
Other	32,792		26,000	
Revenue from Use of Money and Property:	\$ 7,687,945	4.9	\$ 1,464,800	0.8
Sales, Recoveries, and Grants:				
Sale of Printed Material	\$ 169,981		\$ 109,000	
Sale of Processed Surplus Items	366,273		294,400	
Recoveries	15,575,498		10,733,200	
Grants	2,836,557		2,437,100	
Total Receipts	\$ 18,948,309	12.1	\$ 13,573,700	7.7
Cash and Securities Available from 1981	\$ 156,730,590	100.0%	\$ 151,991,668	100.0%
Due from Special Assessment Fund			\$ 24,726,594	13.9
GRAND TOTAL—GENERAL FUND			\$ 177,258,262	100.0%

\*Under Atlanta's Charter, revenue estimates cannot exceed 99 percent of actual collection in the previous year in order to insure a sound financial position at the close of the year.

The 1982 General Fund Budget totals \$177.2 million. Appropriations will be financed from taxes and other revenues estimated to be \$152 million in conjunction with a prior year's cash and securities carry forward of \$24.7 million and a one time transfer of .5 million from the Special Assessment Fund. Property taxes increased 2.95 mills bringing the millage total for financing general government operations to 14.95. In addition, sanitation fees were adjusted to more closely align user costs and charges, which is expected to provide an additional \$2.2 million in General Fund receipts.

**General Fund Revenue  
Actual Receipts  
1977-1981  
(In Millions)**

	1977	1978	1979	1980	1981	% of Total
Property Taxes.....	\$ 40.0	\$ 39.4	\$ 43.1	\$ 44.4	\$ 46.6	29.7
% Change.....	+3.0	-1.5	+9.4	+3.0	+4.9	
Other Taxes.....	25.4	23.4	26.3	37.5	39.7	25.3
% Change.....	+12.3	+14.2	+5.5	+22.6	+5.9	
Licenses & Permits.....	10.5	11.1	12.5	17.3	18.6	11.9
% Change.....	+12.9	+5.7	+12.6	+38.4	+7.5	
Charges for Current Services.....	13.1	12.4	14.2	16.5	20.8	13.3
% Change.....	+3.9	-5.3	+14.5	+16.2	+26.1	
Fines and Penalties.....	3.5	3.7	3.2	3.6	4.4	2.8
% Change.....	+2.9	+5.7	-13.5	+12.5	+22.2	
Revenue from Use of Money and Property.....	2.6	2.7	5.1	5.1	7.7	4.9
% Change.....	+8.3	+3.8	+88.9	+0.0	+50.1	
Sales, Recoveries and Grants.....	13.7	11.8	13.2	17.2	18.9	12.1
% Change.....	+4.5	-13.9	+11.9	+30.3	+9.9	
TOTAL.....	\$108.8	\$110.1	\$121.9	\$141.6	\$156.7	100.0%
% Change.....	+6.4	+1.2	+10.7	+16.2	+10.7	

**Revenue Trends—1977-1981**

Since 1977, General Fund revenues have grown an average of 11.0 percent per year.

The relative importance of property taxes to total General Fund revenue collections has declined somewhat over the period, while revenue from other taxes, licenses and permits, charges for current services, and use of money and property has increased relative to the total.

General Fund Budget  
Expenditures and Appropriations

Expenditures by Department	1981 Actual	1982 Budget Total	% Change
City Council	\$ 759,782	\$ 967,693	+27.4
Mayor	3,957,809	4,546,101	+14.9
Judicial Agencies	2,369,857	2,624,448	+10.7
Budget and Planning	1,037,518	1,523,554	+46.8
Community Relations Commission	82,160	27,585	-66.4
Contingent and Grants	36,135,106	44,174,990	+22.2
Finance	2,909,400	3,511,577	+20.7
Community and Human Development	3,191,818	4,025,487	+26.1
Environment and Streets	35,000,437	36,064,416	+3.0
Cultural Affairs	2,165,261	2,188,163	+1.1
Parks and Recreation	13,120,539	14,028,481	+6.9
Atlanta Public Libraries	5,452,065	6,864,615	+25.9
Public Safety	46,643,897	54,937,708	+17.8
Tax Assessors	1,480,791	1,773,444	+19.8
<b>GRAND TOTAL</b>	<b>\$154,306,440</b>	<b>\$177,258,262</b>	<b>+14.9</b>

The 1982 General Fund Budget contains various program additions and increases in routine allocations to maintain existing service levels. A major variance from the 1981 Budget is an additional \$5 million for the City's premiums for the employee's group hospitalization program, notwithstanding a 100% increase in the deductible for participating employees and a 10% contribution by participants for payment of premiums. An additional \$1.68 million is appropriated for public safety sworn personnel pay increases. All City employees are scheduled to receive pay raises estimated to cost \$3.34 million. Other notable program additions are: \$255,000 for a 3% cost-of-living supplement for pensioners; a \$200,000 supplement for fire vehicle maintenance; \$140,000 to provide additions to the City's computerized graphics system to enhance planning and research efforts; \$234,000 as a final installment to replace the Fire Bureau's old dispatching system with a computer aided system; and \$80,000 for the construction of a new police precinct in zone 4.

To provide for the foregoing program additions and maintenance of 1981 service levels, various program reductions were required. Significant reductions include: a \$390,000 decline in appropriations for the commercial garbage collection operation to correspond with a decline in customers; a \$262,000 decrease resulting from the closing of the Hartsfield Shredder Baler operation; a \$517,000 reduction in the Department of Parks and Recreation associated with the closing of various recreation centers and other facilities, and an abbreviated summer swimming program; a \$150,000 city-wide decrease in fuel consumption; and the elimination of the City's \$300,000 contribution to the employee's life insurance program.

General Fund Budget

Expenditures and Appropriations

Expenditures by Category of Expenses	Actual 1981	Estimated 1982	Change %
Current Expenses:			
Personal Services.....	\$104,418,211.20	\$123,138,589.00	+17.9
Other Services and Charges.....	11,807,312.86	13,428,193.00	+13.7
Contractual Services.....	23,452,413.21	25,165,865.00	+7.3
Materials and Supplies.....	4,212,888.67	4,573,610.00	+8.6
Fixed Charges.....	1,074,183.42	2,411,824.38	+124.5
Total Current Expenses.....	\$144,965,009.36	\$168,718,081.38	+16.4
Capital Outlays:			
Land.....	\$ 780,850.00	\$ 114,000.00	-85.4
Structures and Improvements.....	3,098,741.43	2,036,884.00	-34.3
Equipment.....	5,461,839.32	6,389,297.00	+17.0
Total Capital Outlays.....	\$ 9,341,430.75	\$ 8,540,181.00	-8.6
GRAND TOTAL.....	\$154,306,440.11	\$177,258,262.38	+14.9
Revenue Sharing Funds.....	7,050,760.53	7,473,383.00	+6.0
TOTAL.....	\$161,357,200.64	\$184,731,645.38	+14.5

AIRPORT REVENUE FUND

This fund was created by ordinance, adopted November 30, 1955, to receive and disburse all airport revenues, which primarily consist of landing fees, rental of airport property, and concession income. The authorizing ordinance specified that the Airport Revenue Fund receipts shall first be used to pay the reasonable and necessary cost of operating, maintaining, and repairing the airport. Remaining funds are used first for debt requirements (through the Airport Sinking Funds) and then for improvements of airport facilities (through the Airport Renewal and Extension Fund).

Airport Revenue Fund Budget

(In Millions)

REVENUES	1982 Esti- mated Actual	1981 Actual	Change %	EXPENDITURES	1982 Esti- mated Actual	1981 Actual	Change %
TOTAL.....	\$72.9	\$74.2	+1.8	TOTAL.....	\$67.0	\$74.2	+10.7
Rentals and Concessions.....	\$53.1	\$53.4	+5	Personal Services.....	\$ 7.4	\$ 8.4	+13.5
Landing Fees.....	14.5	14.6	+7	Other Services and Charges.....	1.3	1.3	-
Other Income.....	5.3	6.2	+17.0	Contractual Services.....	4.7	5.8	+23.4
				Materials and Supplies.....	.2	.3	+50.0
				Fixed Charges.....	.5	1.0	+100.0
				Debt Service.....	52.9	57.4	+8.5

Anticipated Revenue for 1982 is greater than 1981 actual receipts due to an expanded revenue base effected by additional revenues from projects funded under the series 1980 Airport Revenue Bonds and increased concession revenues. Of the \$74.2 million budgeted for 1982, the most significant increases over 1981 are due to the higher level of Debt Service on the third lien revenue bonds and the new fifth lien bond issued in 1981.

**WATER AND SEWERAGE REVENUE FUND**

This fund was created by ordinance January 1, 1966, to account for the operations of Water, Sewer and Water Pollution Control activities. All revenues from sources applicable to these operations and all expenditures for the operation of these facilities are recorded in this fund.

**Water and Sewerage Fund Budget (In Millions)**

EXPENDITURES		REVENUES	
	1982	1982	1981
	Esti- mated	Esti- mated	Actual
	1981	1982	1981
	Actual	Change	Change
	1982	%	%
Sale of Water	\$37.9	-3.2	
Sewer Service Charge	24.2	-2.9	
Other Income	7.6	-44.7	
Sub Total	69.7	64.4	-7.6
Cash Forward	-	.5	-
TOTAL	\$69.7	\$64.9	-6.9
Personal Services	\$22.4	\$25.7	+14.7
Other Changes and			
Services	10.6	12.0	+13.2
Contractual Services	2.3	2.6	+13.0
Materials and Supplies	2.3	2.6	+13.0
Fixed Charges	2.3	9.6	+317.4
Debt Service	12.6	12.4	-1.6
TOTAL	\$52.5	\$64.9	+23.6

The \$64.9 million Water and Sewerage Revenue Fund Budget for 1982 represents an increase of \$12.4 million over the actual expenditures for 1981, or approximately 24 percent. Of this amount, \$7.6 million is required to support proposed 1982 bond issues to fund the construction program and to fund 1983 renewal and extension fund requirements.

The budget includes \$39.9 million to maintain the existing level of services provided through the City's water supply management and water pollution control program, including increases in many operating cost categories due to inflation.

**1982 DEBT RETIREMENT FUNDS BUDGET**

The Debt Retirement Funds Budget for 1982 compares to the 1981 adopted budget:

Fund	1981 Adopted Budget	1982 Adopted Budget	(Decrease) Increase	Change %
Bond Sinking Fund	\$ 41,535,564	\$ 47,026,704	\$ 5,491,140	+13.2
Water Works Revenue Fund	2,779,447	3,212,023	432,576	+15.6
Sanitary Revenue Fund	2,425,943	2,660,222	234,279	+9.7
Airport Sinking Fund No. 1	7,430,966	8,305,772	874,806	+11.8
Airport Sinking Fund No. 2	40,419,550	43,156,915	2,737,365	+6.8
Airport Facilities Revenue Bond Sinking Fund	61,994,132	69,845,548	7,851,416	+12.7
Airport Improvement Revenue Bond Sinking Fund	29,270,000	25,197,040	(4,072,960)	-13.9
Airport Expansion Revenue Bond Sinking Fund	-	2,378,160	2,378,160	N/A
Water and Sewerage Sinking Fund	30,092,577	32,087,838	1,995,261	+6.6
Parks and Recreation Facilities Sinking Fund	939,682	903,462	(36,220)	-3.9
TOTAL	\$216,887,861	\$234,773,684	\$17,885,823	+8.3

The 1982 Debt Retirement Fund Budget represents an 8.3% increase over the 1981 adopted budget. The newly established Airport Expansion Revenue Bonds Sinking Fund was budgeted to retire debt associated with the expansion and improvement to Republic Airlines Maintenance and Training facilities and seven additional cars to the ACTS system. Additional increases of 15.6% in the Water Works Revenue Fund, which is budgeted to retire outstanding Water Works Revenue certificates dated from 1961 to 1966, and 13.2% in the Bond Sinking Fund, which accounts for the financial resources to pay for the principal and interest on the long-term general obligation debt of the City, account for most of the remaining appropriation. These increases are significantly offset by reductions in the Airport Improvement Revenue Bond Sinking Fund which is retiring some of its issues, and in the Parks and Recreation Facilities Sinking Fund, which has declined due to capitalized interest provided from the proceeds of the bond sales being paid off.

- a. General Obligation Bond Funds. The 1957, 1963, and 1975 Bond Funds and the Annual Bond Fund account for the disbursement of funds from general obligation bond sales. Budgets of the 1957, 1963 and 1975 Bond Funds merely reflect funds carried forward from the previous year, including investment earnings. The Annual Bond Fund provides for the disbursement of the proceeds of an annual \$8 million General Obligation Bond issue, approved by Atlanta voters at a referendum in 1968, used for general government facilities (\$4 million) and school construction (\$4 million).
- b. Airport Renewal and Extension Fund. This fund accounts for the disbursement of funds received from the Airport Revenue Fund to be used for replacements, additions, extensions and improvements at the William B. Hartsfield Atlanta International Airport. In addition, the Airport Renewal and Extension Fund is used for the administration of the Federal Aviation Administration (FAA) and Airport Development Aid Program (ADAP) Grants associated with the land acquisition program.
- c. The Airport Facilities Revenue Bonds Construction Fund was created in 1977 to account for the proceeds of a \$305 million revenue bond sale in that year to be used for the Midfield Expansion Fund. During 1979, another \$85 million revenue bond sale was made for additional Midfield projects. Most projects in this fund were complete at the time of the opening of the new Central Passenger Terminal Complex in September, 1980. The monies remaining in the fund are to be closed during early 1982 into the Airport Renewal and Extension Fund as provided by bond ordinance.
- d. The Airport Improvement Revenue Bonds Construction Fund was created in 1980 when \$60 million in fourth lien Revenue Bonds were issued by the City for the purpose of financing, in part, the cost of planning, designing and constructing various improvements to the William B. Hartsfield Atlanta International Airport.
- e. The Airport Expansion Revenue Bond Construction Fund was created in 1981 when Airport Revenue Bonds, Series 1981, in the amount of \$22.275 million were issued to fund the purchase and installation of seven additional passenger cars for the Automated Guideway Transit System and improvements to the Republic Maintenance Base.

A brief description of each capital improvement fund budget is as follows:

The 1982 Capital Improvement Funds Budget is the aggregate of the budgets of various capital improvement funds. Revenues for these funds are derived from various sources and the appropriations are for capital outlays and related costs, the major items being land acquisition and construction.

Fund	1981 Adopted Budget	1982 Adopted Budget	Increase (Decrease)	% Change
General Obligation Bond Funds	\$ 20,251,704	\$ 20,291,776	\$ 40,072	+0.2
Airport Renewal and Extension Fund	24,258,242	32,877,711	8,619,469	+35.5
Airport Facilities Revenue Bonds	19,702,981	5,785,311	(13,917,670)	-70.6
Airport Improvement Revenue Bonds	28,483,327	11,317,412	(17,165,915)	-60.3
Airport Expansion Revenue Bonds	-	16,388,384	16,388,384	N/A
Water Works Improvement, Repair and Extension Fund	3,356,255	4,768,343	1,412,088	+42.1
Water and Sewerage Construction Fund	132,368,354	156,510,093	24,141,739	+18.2
Water and Sewerage Renewal and Extension Fund	40,574,429	52,069,174	11,494,745	+28.3
Park Improvement Fund	3,672,953	3,911,762	238,809	+6.5
Parks and Recreation Construction Fund	5,646,453	2,764,010	(2,882,443)	-51.0
Sanitary Department Improvement Fund	13,258	13,258	-	-
<b>TOTAL</b>	<b>\$278,327,956</b>	<b>\$306,697,234</b>	<b>\$28,369,278</b>	<b>+10.2</b>

The Capital Improvement Funds Budget for 1982 as compared to 1981 includes the following:

**1982 CAPITAL IMPROVEMENT FUNDS BUDGET**

	1981 Adopted Budget	1982 Adopted Budget	Increase (Decrease)	% Change
Trust and Agency Fund.....	\$16,974,362	\$17,677,921	\$ 703,559	+4.1
Working Capital Fund.....	21,356,658	22,573,075	1,216,417	+5.7
Special Assessment Fund.....	2,485,382	2,123,881	(361,501)	-14.55
	<u>\$40,816,402</u>	<u>\$42,374,877</u>	<u>\$1,558,475</u>	<u>+3.8</u>

The Revolving Funds Budget for 1982 as compared to the 1981 Adopted Budget is as follows:

**1982 REVOLVING FUNDS BUDGET**

- f. The Water Works Improvement, Repair, and Extension Fund Budget of \$4.8 million represents funds from the Fulton County Government for water main installations in South Fulton County and from the State Highway Department for water mains required in construction projects.
- g. To date, the City of Atlanta has issued approximately \$159,500,000 in Water and Sewerage Revenue Bonds. Since the first bond sale in 1968, an estimated \$83,505,000 (52%) in proceeds have been applied to water pollution control facilities. Water facilities have accounted for \$61,989,000 (39%) with the remainder, \$14,006,000 (9%), going toward sanitary sewer systems. Of the last two (2) bond sales in the amounts of \$28 million and \$31 million, respectively, \$33.4 million in proceeds have been allocated to the Three Rivers Water Quality Control Program. These funds are accounted for in the Water and Sewerage Construction Fund.
- h. The Water and Sewerage Renewal and Extension Fund receives the remaining balance in the Water and Sewerage Revenue Fund from the previous year, after payment for operating expense and debt retirement have been made, for the purpose of making replacements, extensions, and improvements to the water and sewerage system. The 1982 Budget for this fund of \$52.1 million constitutes a 28.3 percent increase over the 1981 approved budget of \$40.6 million and is attributable to the rate increase enacted in 1979 and the delay in issuing bonds due to the high interest rate that prevailed in 1981. Of the \$52.1 million budgeted for 1982, \$33.2 million has been established as a reserve to cover cost increases for 1983-1984.
- i. The Park Improvement Fund accounts for the disbursement of the City's 1/2 mill property tax levy for park improvements and construction of new parks. Under provisions of Georgia Law and the Atlanta City Charter, one-half of the park improvement levy may be used for debt service on Atlanta Stadium Revenue Bonds. The 1982 Park Improvement Fund Budget of \$3,911,762.62 represents an increase of 6.50% over the 1981 adopted budget of \$3,672,952.90. Significant appropriations included in the budget are \$600,000 for the retirement of stadium bonds, \$258,949.59 for lighting of various parks, \$378,722.73 for renovations of swimming pools, \$117,000.00 for improvements to Southside Park, \$587,160.58 for tennis court improvements, \$131,542.16 for construction and restoration of walls and fences, \$132,939.94 for construction of comfort stations and small buildings, \$241,300.00 for floor replacement, and \$308,258.30 for roof replacement.
- j. The Parks and Recreation Facilities Revenue Bond Construction Fund was created in 1979 to account for costs pertaining to the capital improvements scheduled for the construction of the Battle of Atlanta Cyclorama facility and Diorama restoration and painting. The \$8,648,487.56 fund includes a \$2,000,000 anonymous donation, \$1,500,000 grant from the State of Georgia, revenue in excess of expenses from the Cyclorama Operation, \$4,500,000 in revenue bond proceeds, and investment income. To date \$5,884,477.46 has been spent and \$2,764,010.10 is appropriated for 1982. This project is scheduled to be completed by mid-1982, and the fund will be closed out.
- k. The Sanitary Department Improvement Fund accounts for the proceeds of Sanitary Department Revenue Certificates sold in the amounts of \$3.3 and \$4.0 million in the years 1961 and 1968, respectively, to construct and improve Atlanta's incinerator system. This fund is scheduled to be closed out in 1982.

**TRUST AND AGENCY FUND**

The Trust and Agency Fund accounts for monies received by the City in the capacity of trustee or agent for other governmental agencies, individuals and private organizations. It receives and remits to the Atlanta Board of Education the ad valorem taxes levied for the operation of the school system and accounts for the collection of all delinquent property taxes and assessments. It also receives and disburses the City's allocations of General Revenue Sharing Funds.

**WORKING CAPITAL FUND**

The Working Capital Fund is an internal service fund supported by charges to City departments using vehicle maintenance, duplicating, legal and data processing services. The Data Processing increase is primarily due to the need to change computer operating systems and accompanying hardware. The Legal Service increase reflects the annualized cost of additional staff in the Workers Compensation Section and the cost of relocating and renting new office space.

Services Provided	Expenditures		Change %
	1981 Actual	1982 Estimated	
Automotive Services (Office of Motor Transport Services)	\$14,894,386	\$15,275,379	+2.6
Duplicating	268,692	283,074	+5.4
Legal Services	1,542,979	1,804,696	+17.0
Data Processing	3,068,727	4,581,643	+49.3
Contingencies	-	628,283	N/A
<b>Total</b>	<b>\$19,774,784</b>	<b>\$22,573,075</b>	<b>+14.2</b>

**SPECIAL ASSESSMENT FUND**

This fund accounts for the expenditure of monies for public improvements which are financed through assessments to individual property owners. The budgeted decrease of \$361,501 reflects a reduced level of planned activity in 1982.

**1982 GRANT FUNDS BUDGET**

The Grant Funds Budget for 1982 consists of the following:

	1981 Adopted Budget	1982 Adopted Budget	Increase (Decrease)
CETA Fund	\$17,988,128	\$12,099,567	\$(5,888,561)
Model Neighborhood Project Fund	27,826	19,355	(8,471)
Intergovernmental Grant Fund	7,168,323	8,049,756	881,433
Community Development Fund	24,761,854	27,081,533	2,319,679
<b>Total</b>	<b>\$49,946,131</b>	<b>\$47,250,211</b>	<b>\$(2,695,920)</b>

The Grant Funds were established to account for the revenues and expenses of intergovernmental grants. The 1982 Budget is based solely upon funds received and/or anticipated during and carried forward from the previous year(s). A comparison of budgeted activities in 1982 in relation to the previous year is virtually meaningless due to the nonrecurring nature of many grant programs.

**STATEMENT OF PROPERTY TAX COLLECTIONS  
ALLOCATED AS REQUIRED BY LAW**

	<u>1979</u>	<u>1980</u>	<u>1981</u>
<b>Tangible Property Tax Collections:</b>			
General Government:			
Current Year.....	\$ 38,397,160.23	\$ 40,954,862.17	\$ 41,860,819.58
Prior Years.....	1,659,636.44	1,473,730.60	1,865,362.88
	<u>\$ 40,056,796.67</u>	<u>\$ 42,428,592.77</u>	<u>\$ 43,726,182.46</u>
Schools:			
Current Year.....	\$ 73,093,245.46	\$ 76,859,581.70	\$ 82,398,635.63
Prior Years.....	3,594,591.37	2,742,097.30	3,059,200.83
	<u>\$ 76,687,836.83</u>	<u>\$ 79,601,679.00</u>	<u>\$ 85,457,836.46</u>
Debt Service:			
Current Year.....	\$ 17,759,097.51	\$ 18,674,091.13	\$ 19,094,151.37
Prior Years.....	785,024.31	676,190.46	834,540.68
	<u>\$ 18,544,121.82</u>	<u>\$ 19,350,281.59</u>	<u>\$ 19,928,692.05</u>
Park Improvement:			
Current Year.....	\$ 1,399,942.53	\$ 1,581,030.52	\$ 1,730,999.00
Prior Years.....	65,235.88	57,957.70	71,843.42
	<u>\$ 1,465,178.41</u>	<u>\$ 1,638,988.22</u>	<u>\$ 1,802,842.42</u>
<b>Total Property Tax Collections.....</b>	<b>\$136,753,933.73</b>	<b>\$143,019,541.58</b>	<b>\$150,915,553.39</b>

**COMPARISON OF REVENUE BY SOURCE  
TO TOTAL REVENUES BY YEARS**

	1977	1978	1979	1980	1981
Property Taxes.....	36.7%	35.8%	35.4%	31.3%	29.7%
Other Taxes.....	23.4	26.3	25.1	26.5	25.6
Licenses and Permits.....	9.7	10.1	10.2	12.2	11.8
Charges for Current Services.....	12.1	11.3	11.7	11.7	13.2
Fines, Forfeits and Penalties.....	3.2	3.3	2.6	2.6	2.8
Revenue from use of Money and Property.....	2.3	2.5	4.2	3.6	4.8
Sales, Recoveries and Grants.....	12.6	10.7	10.8	12.1	12.1
<b>TOTAL REVENUE.....</b>	<b>\$108.9</b>	<b>\$110.1</b>	<b>\$121.9</b>	<b>\$141.7</b>	<b>\$156.7</b>
	100.0%	100.0%	100.0%	100.0%	100.0%

**COMPARISON OF EXPENDITURES BY OBJECT  
TO TOTAL EXPENDITURES BY YEARS**

	1977	1978	1979	1980	1981
Personal Services.....	69.5%	66.9%	68.4%	69.2%	67.7%
Other Services and Charges.....	7.2	7.8	7.3	7.2	7.7
Contractual Services.....	11.3	13.3	11.9	13.7	15.2
Materials and Supplies.....	3.3	3.1	2.8	2.8	2.7
Fixed Charges.....	1.0	1.2	1.0	1.3	0.7
Land.....	0.3	0.0	0.1	0.0	0.5
Structures and Improvements.....	3.6	2.7	2.9	3.1	2.0
Equipment.....	3.8	5.0	5.6	2.7	3.5
<b>TOTAL EXPENDITURES.....</b>	<b>\$ 99.5</b>	<b>\$103.7</b>	<b>\$120.6</b>	<b>\$143.3</b>	<b>\$154.3</b>
	100.0%	100.0%	100.0%	100.0%	100.0%

February 15, 1982

**SUBSTITUTE  
ORDINANCE BY  
FINANCE COMMITTEE**

WHEREAS, the Budget Commission has established estimated receipts for 1982; and

WHEREAS, the Mayor has submitted his 1982 budget recommendations; and

WHEREAS, the Finance Committee of Council has arrived at a balanced 1982 budget;

THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA, as follows:

**SECTION 1:** That in accordance with the Budget Law of 1937, as amended, the revenue estimates of the 1982 Budget Commission be and are hereby filed:

A. General Fund.....	\$151,991,668.00
B. Airport Revenue Fund.....	74,161,560.00
C. Park Improvement Fund.....	1,742,000.00
D. Bond Sinking Fund.....	19,683,750.00
E. Sanitary Revenue Fund.....	494,995.00
F. Water and Sewerage Revenue Fund.....	64,427,900.00
G. Federal Revenue Sharing.....	7,473,383.00
H. Water Works Revenue Fund.....	1,039,940.00
I. Water Works Improvement, Repairs and Extension Fund.....	1,000,000.00
J. Working Capital Fund.....	20,923,041.00

**SECTION 2:** That the 1982 anticipations and appropriations contained herein be and are hereby adopted.

**SECTION 3:** That all ordinances and parts of ordinances in conflict herewith be and are hereby repealed.

**FINANCE COMMITTEE**

Ira L. Jackson, Chairman of Finance Committee

Mary Davis, Member of Council

James Howard, Member of Council

Morris Finley, Member of Council

Richard Guthman, Jr., Member of Council

Barbara M. Asher, Member of Council

Jim Maddox, Member of Council

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document discusses the importance of data governance and the role of a data governance committee. It outlines the key principles of data governance, including data ownership, access control, and data retention policies.

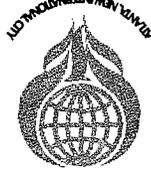
6. The sixth part of the document provides a detailed overview of the data management process, from data collection to data archiving. It includes a flowchart illustrating the sequential steps involved in this process.

7. The seventh part of the document discusses the role of data in decision-making and the importance of data-driven insights. It highlights how data can be used to identify trends, forecast future performance, and optimize organizational processes.

8. The eighth part of the document provides a summary of the key findings and recommendations. It emphasizes the need for a comprehensive data management strategy that aligns with the organization's overall goals and objectives.

9. The ninth part of the document includes a list of references and a glossary of key terms. The references provide additional resources for further reading on data management and analysis. The glossary defines the various terms used throughout the document to ensure clarity and consistency.

10. The tenth part of the document is a concluding statement that reiterates the importance of data management and the commitment to continuous improvement in this area.



II

The Estimated Receipts shown are based on tax rates of 14.95 mills for general City operation; 5.05 mills for Debt Service on General Obligation Bonds; and .50 mill for Park Improvements. They are also based on the usual conservative percentages of actual 1981 receipts, which should assure the City of a sound financial position in 1982.

1.	Airport Sinking Fund No. 1	\$ 1,440,000.00
2.	Airport Sinking Fund No. 2	12,945,315.00
3.	Bond Sinking Fund	47,026,704.97
4.	Water Works Revenue Fund	1,039,940.00
5.	Sanitary Revenue Fund	494,955.00
6.	Water and Sewerage Sinking Fund	11,149,407.50
7.	Airport Facilities Bonds Sinking Fund	28,745,667.50
8.	Airport Improvement Revenue Bond Sinking Fund	10,453,175.00
9.	Airport Expansion Revenue Bond Sinking Fund	1,955,700.00

Also, in accordance with the Budget Law of 1937, as amended, the 1982 Budget Commission has made the following allocations for the 1982 Debt Requirements:

A.	General Fund	\$151,991,668.00
B.	Airport Revenue Fund	74,161,560.00
C.	Park Improvement Fund	1,742,000.00
D.	Bond Sinking Fund	19,683,750.00
E.	Sanitary Revenue Fund	494,995.00
F.	Water and Sewerage Revenue Fund	64,427,900.00
G.	Federal Revenue Sharing Fund	7,473,383.00
H.	Water Works Revenue Fund	1,039,940.00
I.	Water Works Improvement, Repairs and Extension Fund	1,000,000.00
J.	Working Capital Fund	20,923,041.00

In accordance with the Budget Law of 1937, as amended, the 1982 Budget Commission of the City of Atlanta on February 15, 1982, estimated receipts for the year, as follows:

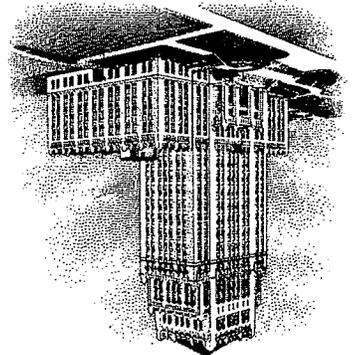
Ladies and Gentlemen:

Honorable Mayor and Council  
City of Atlanta, Georgia

February 15, 1982

RAYMOND J. McCLENDON, Director  
Bureau of Financial Analysis  
and Auditing  
DORIS R. WILLIAMS, Director  
Bureau of Treasury, Licensing  
and Employee Benefits

CHARLES L. DAVIS  
Commissioner of Finance  
RONNIE L. PATTERSON, Director  
Bureau of Accounting and  
Budget Administration



CITY OF ATLANTA  
ANDREW YOUNG, MAYOR  
DEPARTMENT OF FINANCE  
601 CITY HALL  
ATLANTA, GEORGIA 30335  
404/658-6480

February 15, 1982

The General Fund estimated receipts for 1982, amounting to \$151,991,668.00 together with the cash carry over amount of \$24,726,594.38 and \$540,000.00 due from the Special Assessment Fund totals \$177,258,262.38, which is the amount the Budget Commission is certifying to the Finance Committee for appropriation in the 1982 General Fund Budget.

Estimates of receipts for all other funds and allocations for debt service for bonds and revenue certificates were made in accordance with governing laws.

In accordance with the 1937 Budget Act of the Georgia Legislature, as amended, . . . "this shall constitute the final Budget, and shall be filed with the Mayor and Council on or before the third Monday in January of the year during which said Budget shall operate. When such Budget has been filed, the same shall be binding upon the Mayor and Council without any action of approval or disapproval."

Respectfully submitted,

BUDGET COMMISSION

\_\_\_\_\_  
Mayor Andrew Young, Chairman

\_\_\_\_\_  
Ira L. Jackson, Chairman of Finance Committee

\_\_\_\_\_  
Richard Guthman, Jr., Member of Council

\_\_\_\_\_  
Jim Maddox, Member of Council

\_\_\_\_\_  
Charles L. Davis, Secretary



This section has been established to account for the receipt and disbursement of all intergovernmental grant funds.

**V. Grant Funds**

These are self-sustaining service accounts.

**IV. Revolving Funds**

These funds reflect all continuing allocations authorized under the several bond and revenue certificate issues and taxes levied for specific permanent capital improvements.

**III. Capital Improvements Funds**

The funds in this section are established by law for the purpose of paying the principal and interest on all outstanding bonds and revenue certificates.

**II. Debt Retirement Funds**

This section contains funds for which anticipations and allocations must be made on an annual basis.

**I. Current Operating Funds**

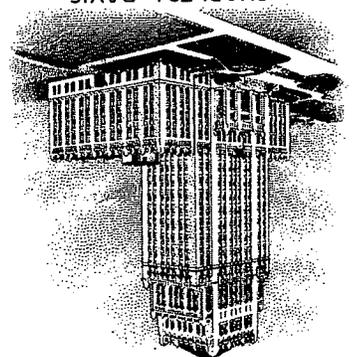
Acting in accordance with the Law, the Finance Committee has accepted from the Budget Commission the foregoing report of estimated receipts for the year 1982 and their appropriations for 1982 Debt Requirements. These estimated receipts, together with cash available for appropriations have been allocated by the Finance Committee in the following funds comprising the five sections of the 1982 Budget.

Ladies and Gentlemen:

Honorable Mayor and Council  
City of Atlanta, Georgia

February 15, 1982

CHARLES L. DAVIS  
Commissioner of Finance  
RONNIE L. PATTERSON, Director  
Bureau of Accounting and  
Budget Administration



RAYMOND J. McCLENDON, Director  
Bureau of Financial Analysis  
and Auditing  
DORIS R. WILLIAMS, Director  
Bureau of Treasury, Licensing  
and Employee Benefits

ANDREW YOUNG, MAYOR  
DEPARTMENT OF FINANCE  
601 CITY HALL  
ATLANTA, GEORGIA 30335  
404/658-6480

**CITY OF ATLANTA**

The Committee submits herewith the City of Atlanta 1982 Budget, showing detailed anticipated receipts from all sources, together with the cash available for appropriations, and the itemized appropriations to all departments, including the appropriations made by the Budget Commission for debt service, and recommends the adoption thereof.

Respectfully submitted,

FINANCE COMMITTEE

Ira L. Jackson, Chairman of Finance Committee

Barbara M. Asher, Member of Council

Mary Davis, Member of Council

James Howard, Member of Council

Morris Finley, Member of Council

Richard Guthman, Jr., Member of Council

Jim Maddox, Member of Council

**SUMMARY OF 1982 ESTIMATED RECEIPTS**

**ALL FUNDS**

Source	Section I Current Operating Funds	Section II Retirement of Debt Funds	Section III Capital Improvement Funds	Section IV Revolving Funds	Section V Grant Funds	Total
Property Taxes.....	53,734,800.00	19,448,000.00	1,742,000.00	—	—	74,924,800.00
Other Taxes.....	39,343,000.00	—	—	—	—	39,343,000.00
Licenses and Permits.....	18,110,700.00	—	—	—	—	18,110,700.00
Charges for Current Services.....	28,281,368.00	494,995.00	1,000,000.00	23,073,013.49	—	52,849,376.49
Fines, Forfeits and Penalties.....	3,868,000.00	—	—	2,654.82	—	3,870,654.82
Revenue from use of Money and Property.....	69,477,615.00	67,893,495.00	63,600.00	—	—	137,434,710.00
Sales, Recoveries and Grants.....	77,765,645.00	235,750.00	134,890,758.78	7,481,533.34	46,601,316.23	266,975,003.35
<b>Total Estimated Receipts</b>	<b>290,581,128.00</b>	<b>88,072,240.00</b>	<b>137,696,358.78</b>	<b>30,557,201.65</b>	<b>46,601,316.23</b>	<b>593,508,244.66</b>
Cash Available, January 1, 1982.....	292,754.82	84,540.20	250,271.97	4,831,998.62	690,895.10	6,150,460.71
Securities Held January 1, 1982.....	42,116,034.77	146,120,405.78	146,478,710.92	7,525,677.95	—	342,240,829.42
Due From (To) Other Funds.....	(16,642,195.21)	496,500.00	22,271,893.19	(540,000.00)	(42,000.00)	5,544,197.98
<b>GRAND TOTAL.....</b>	<b>316,347,722.38</b>	<b>234,773,685.98</b>	<b>306,697,234.86</b>	<b>42,374,878.22</b>	<b>47,250,211.33</b>	<b>947,443,732.77</b>

SUMMARY OF 1982 APPROPRIATIONS

ALL FUNDS

	Section I Current Operating Funds	Section II Retirement of Debt Funds	Section III Capital Improvement Funds	Section IV Revolving Funds	Section V Grant Funds	Total
Current Expenses:						
Personal Services.....	157,264,306.00	—	5,259,200.37	17,390,424.19	3,502,048.73	183,415,979.29
Other Services and Charges.....	26,695,760.07	—	830,817.64	949,743.11	276,233.61	28,752,554.43
Contractual Services.....	33,563,591.50	90,500.00	16,261,418.01	2,563,008.69	2,578,160.81	55,056,679.01
Materials and Supplies.....	7,446,328.24	—	124,556.48	8,420,583.00	204,116.95	16,195,584.67
Fixed Charges.....	12,927,225.07	157,648,113.84	77,414,715.95	10,648,000.25	32,675,480.65	291,313,535.76
Total.....	237,897,210.88	157,738,613.84	99,890,708.45	39,971,759.24	39,236,040.75	574,734,333.16
Capital Outlays:						
Land.....	114,000.00	—	13,653,282.80	69,603.03	316,260.51	14,153,146.34
Structures and Improvements.....	2,118,659.00	—	186,554,983.22	1,044,319.47	7,551,346.12	197,269,307.81
Equipment.....	6,389,297.00	—	6,598,260.39	1,289,196.48	146,563.95	14,423,317.82
Total.....	8,621,956.00	—	206,806,526.41	2,403,118.98	8,014,170.58	225,845,771.97
Retirement of Debt:						
Principal.....	1,115,000.00	20,293,739.25	—	—	—	21,408,739.25
Interest.....	160,690.00	56,741,332.89	—	—	—	56,902,022.89
Sinking Fund Requirements.....	68,552,865.50	—	—	—	—	68,552,865.50
Total.....	69,828,555.50	77,035,072.14	—	—	—	146,863,627.64
GRAND TOTAL.....	316,347,772.38	234,773,685.98	306,697,234.86	42,374,878.22	47,250,211.33	947,443,732.77